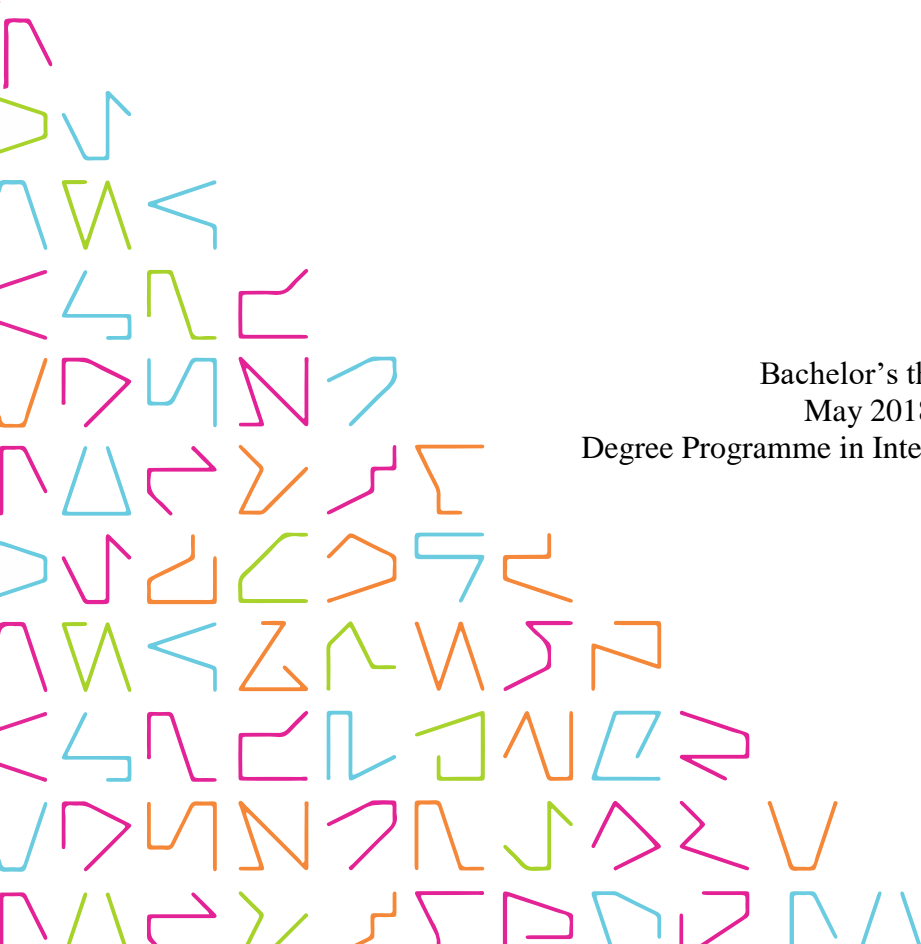


# **INTEGRATED MARKETING COM- MUNICATIONS PLAN FOR A BAK- ERY**

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Bachelor's thesis  
May 2018  
Degree Programme in International Business



## **ABSTRACT**

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The main purpose of this bachelor's thesis was to make a fully integrated marketing communications plan for the commissioner that operates a newly established bakery. The major objective was to propel the business profitability through planning and implementing the integrated marketing communications plan. The project was initiated by conducting a face-to-face discussion with the commissioner on various occasions for internal situation analysis. Defining the market situation and the target audience was done through secondary data in forms of published statistical figures, answers to surveys, and other data available on various online portals.

The pre-existing data acquired determined the exact age range of the target audience as young adults of ages 18-35. This resulted to additional data research to understand deeper the behavior of the age group in question which then formulated the tone and theme of the whole integrated marketing communications plan. In addition, data revealed that the target audience could efficiently and abruptly be reached through some of the most popular social media platforms.

Success metrics were set versus the target results or objectives to measure the effectiveness of the whole integrated marketing communications plan. However, conducting own quantitative and qualitative surveys in the future is required, to achieve and anticipate higher figures and better results compared to what has been set.

Integrated marketing communications is a complex concept and so is its implementation, and the approach and methods of this thesis aim to contribute further ratifications to the definition and effectiveness of the chosen integrated marketing components which can later be used as a case study for other studies on integrated marketing communications.

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Key words: integrated marketing communications plan, marketing mix, social media

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## 1 INTRODUCTION

Integrated marketing communications plan, also known as IMC plan, is an evolution of the basic marketing communications plan where carefully selected communications mix components are strategically linked to each other, thus furnishing a more superior promotional strategy for an organization.

The main purpose of this bachelor's thesis was to construct a fully integrated marketing communications plan for a bakery considering two main objectives; to propel the business' economic performance and to establish the bakery as a valuable brand. The main challenge in general was how to draft a fitting integrated marketing communications plan for the case company, followed by sub questions, such as who is the target audience and what marketing communications mix tools are to be utilized.

The IMC plan's main audience is the young adult students in universities and vocational institutions within the local community where the business operates. Sufficient information on the market and target audience was carefully analysed, and therefore positioning, media plan, social responsibility plan, and success metrics were drawn up. A creative brief emphasises the consolidation of IMC's main message and purpose which serve as the main standard of the whole communications plan for the case company.

The selection of new media or internet media, sales promotion, experiences and events, personal selling, advertising and PR as the main elements for the communications plan was one of the highlights of the project for it manifests the skills and know-how being applied. This answered to the main question on how the IMC plan was being drafted and for it to be proven as a successful project, success metrics were yet to be determined thereafter for the implementation of the whole plan by the case company.

To quote the last part of this thesis, "The project was therefore concluded as informative, carefully analysed, and fully integrated with the organisation's current situation and aimed objectives. However, the author acknowledges the fact that accurate, updated and wider data gathering and data research is advisable for more successful marketing communications project's outcome in the future."

## 2 THEORETICAL FRAMEWORK

### 2.1 Thesis purpose, objectives and process

Marketing communications is one of the components in a marketing model that needs to be addressed with high importance. What makes it significant to the commercial arena is its ability to provide long-term value to companies through its main two objectives which are; to spawn and prolong demand and interest for a product or service, and to make the buying process short. (Wiefels, P. (2002), according to Mars 2013.)

Market phenomena are ever changing so as marketing communications nature is evolving in congruence with agile shifting of trends and demands, modernisation of technology, and access of data. Consumers are becoming more accessible but quicker to switch preferences, and this drives marketers to divert from acquiring new customers through upholding customers towards meticulous customer segmentations. Moreover, considering marketing communications plan as an integrated process can maximise effectiveness of uncostly promotional efforts. (Smith & Taylor 2006, vii, 4.)

The company and commissioner of the thesis owns and operates a newly established bakery in which profitability is disclosed as flat. The initial goal of the commissioner was to seek business solutions to leveraging the bakery's economical bearing. Integrated marketing communications plan was then introduced conforming to the major business skills of the author of this project.

The main purpose of this project was to create an IMC plan for the commissioner as a business solution to the current footing of the bakery. The fundamental question was, "How will the IMC plan be drafted?" which then lead us to the sub questions such as "Who is the target audience for this project?" and "What marketing communications mix tools to be utilized?"

This thesis is divided into six parts namely the introduction, theoretical framework, company background, marketing mix, integrated marketing communications plan, and discussion. The first chapter is the introductory part, the second chapter is the theoretical

framework where the thesis purpose, objectives, process, theoretical framework and concepts, methodology and data collection are to be discussed with details and with literature reinforcements. The third chapter merely provides deeper knowledge about the commissioner's background as a business entity. The fourth chapter emphasises the existing marketing mix strategies of the business in brief. The fifth chapter is the major content of the whole thesis as it lays the whole integrated marketing communications plan with its components. Finally, the last chapter of the thesis serves as the discussion outlining the whole IMC process, its results and suggested further developments.

## **2.2 Theoretical framework and concepts**

To encapsulate IMC's definition after having scanned various web portals and reading print publications, IMC is an evolution of marketing communications with conspicuous principal scheme as to incorporate all marketing forces into conveying consistent message to the selected audience.

Integrated marketing communications is defined by MMC Learning (2015), basically as an act of integrating all the promotional tools and make them work in unison to each other. In addition, MMC Learning (2015) states that IMC as a concept is simple as ensuring that all forms of communications and messages are of relevance to each other. (MMC Learning 2015)

The objectives set in the IMC plan support the primary objective of the commissioner's whole business organization. The media plan includes channels which are aimed to reach the target audience through various platforms including partners and agencies. According to MMC Learning (2015), integrating basic communications tools alone is effective, however it can be enhanced by using other levels of integration such as horizontal, vertical, internal, external and data integration. To sum up, the IMC plan has used two of these integrations, including vertical and external integrations. Vertical integration means that all marketing communications objectives support the corporate objectives and missions, external integration requires partnerships from external resources as defined by MMC Learning (2015).

The importance and efficiency of an integrated approach in marketing communications plan was set by Coca-Cola company according to Gregory Stringer, (2015). He analysed

the company's IMC strategy for over the years and concluded that through an adequate combination of the IMC components, Coca Cola company's dominant presence in the global market in terms of brand image and revenue has been sustained. The commissioner's case is a local brand, and it can benefit from IMC even more.

### 2.2.1 Marketing mix and the integrated marketing communications mix

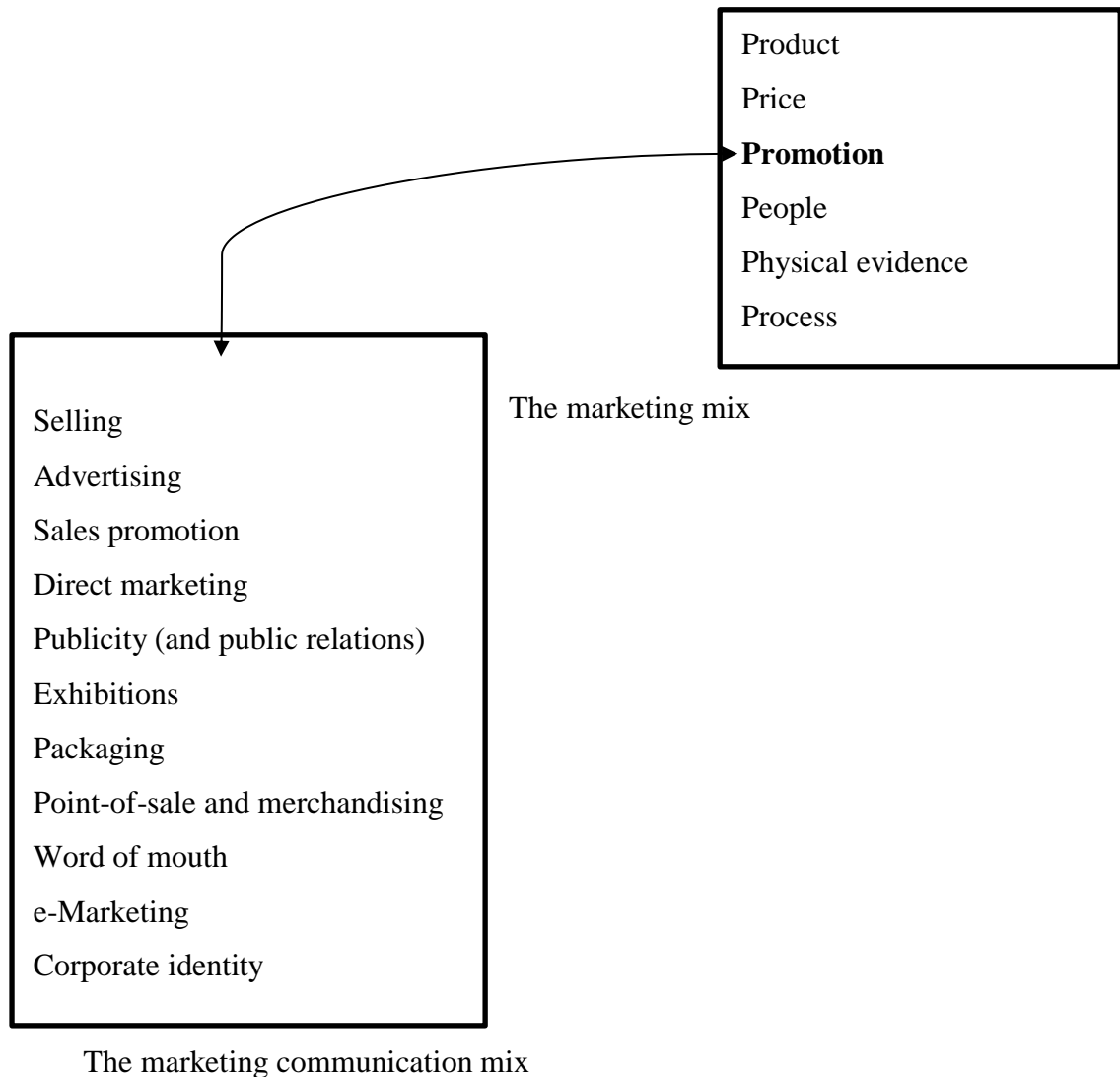


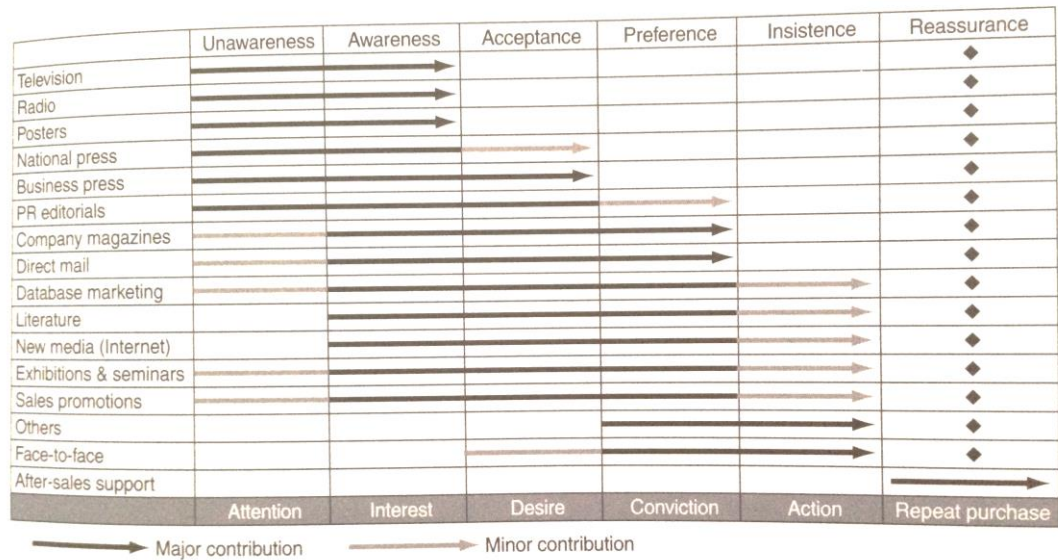
FIGURE 1. How the communication mix feeds into the marketing mix (Smith & Taylor 2006, 8, modified)

This figure emphasises the relevance of the marketing mix as a conceptual framework to every marketing effort. Paul Smith and Jonathan Taylor (2006, 6-8) state that each component of the marketing mix communicates. The case company of the thesis has established favourable presentation of each marketing mix components of the bakery brand in unity to the company's grille brand except place or location. Explained at the marketing



mix section of this thesis, location is the most challenging circumstance the bakery is facing to date. The role of the thesis is to communicate the bakery's value proposition to wider and newer market, and has been tailored but not limited to leading the target customers to the bakery.

### 2.2.2 Integrated business marketing communications



Source: Spira; reproduced with kind permission of Admap NTC Publications

Figure 1.2 The power of integration in business marketing communications

FIGURE 2. The power of integration in business marketing communications (Smith & Taylor 2006, 11)

Figure 2 displays the different communications tools in reference to the strength of their effect and outcome throughout the consumer's journey. Choosing the fitting combinations of tools inevitably result to giving up the other ones. Depending on the objectives and anticipated feedback, combination of channels is being constructed. (Smith & Taylor 2006, 10-11.)

The IMC plan for the case company aims to build brand awareness and generate actual sales through the combination of various tools, elements, and forms of new media, sales promotion, events and experiences, personal selling, and advertising at the most affordable budget and cost possible. Paul Smith and Jonathan Taylor, (2006, 11) add that IMC saves financial and talent resources by avoiding redundant usage of materials and sources for they can be shared in the chosen channels. The media plan of the IMC for the case

company includes printing of electronic materials that will be used in new media, and aims to integrate all platforms as well.

There are ten golden rules of integrated marketing communications set by Paul Smith and Jonathan Taylor (2006, 19-20) and they are briefly:

- Get senior management support for the initiative by ensuring they understand the benefits of IMC.
- Integrate at different levels of management.
- Ensure the design manual or even brand book is used to maintain common visual standards for the use of logos, typefaces, colours, and so on.
- Focus on a clear marketing communications strategy.
- Start with a zero budget.
- Think customers first.
- Build relationships and brand values.
- Develop a good marketing information system.
- Share artwork and other media.
- Be prepared to change it all.

The initiation of the IMC project for the case company clarified the most obvious challenge which is the location and financial performance of the bakery business. Low-cost promotional plan which can effectively generate both non-monetary and monetary value to the whole organisation has been consistently aimed through the creation of the IMC plan. Through pre-existing public online data of the target customers, the channels and tactical plans were carefully selected. Tactical plans, such as mentioning of the sister's brands to be used as platforms aim to share all available materials. The public relations tactical plan was separated from the media plan in which brand value is prioritised. Clear communication standard, tone and theme of the whole IMC plan was manifested in the form of positioning statement and creative brief. The construction of the whole IMC plan considered the golden rules accordingly.

### **2.2.3 Components of the integrated marketing communications**

Building of any marketing plan or marketing communications plan has no specific style but may be executed in various approaches. However, Paul Smith and Jonathan Taylor

(2006, 32-69) discuss the importance of the following elements such as situation analysis, objectives, strategy, tactics, actions, and control or SOSTAC®. They also added some expert views on SOSCTAC®, and to mention a few:

Professor Philip Kotler: 'SOSTAC® is a system for going through the steps and building a marketing plan.'

David Solomon, Marketing Director, TVX: 'It appears that we are following the principles of SOSCTAC®.'

The IMC plan of the thesis followed a more sophisticated template of an IMC plan available online and published on YouTube channel by Suzanne Scholz (2014) and was modified for suitable IMC plan that fits to the case company. The components of the IMC plan included market review which highlighted the whole market and the target market, analysis of the main competitors, positioning strategy, and situation analysis which analysed the external and internal situation of the company (PESTEL and SWOT), objectives, media plan, social responsibility plan, creative brief, and success metrics.

### *SOSTAC® vs IMC Plan for the bakery*

However, in reference to SOSCTAC® as discussed by the source print material mentioned earlier, Paul Smith and Jonathan Taylor (2006, 32-69), here are the following components planned for the IMC plan in details:

1. Situation analysis includes PESTEL and SWOT analysis.
2. Objectives must be SMART (Specific, Measurable, Actionable, Realistic, and Time specific). Communications objectives must consider DAGMAR and AIDA methods in measuring responses in relation to a certain hierarchy model.
3. Strategy consider STOP (Segmentation, Target markets, Objective, Positioning) and SIT (Stages, Integration, Tools) as to components of the marketing communications strategy.
4. Tactics have been constructed in forms of media plan and social responsibility plan.
5. Actions are detailed in media plan considering the elements of each media tools, timing and budget.

6. Control has been created in the form of success metrics by setting estimated measures compared to maximum anticipated results.

### **2.3 Methodology and data collection**

Gathering of data focused on the three main factors, target market, competitors in the market, and the situational analysis. The data that were collected on the target market intended to analyse the demographics of the target market as its population, location, behavioural patterns in buying decisions and usage of various communications channels. Sufficient data had to be collected on the overall market situation in order to determine the positioning strategy and measurable objectives of the whole communications plan.

Market research is defined by Paul Smith and Jonathan Taylor (2006,124-128), as information that can reduce risk, and provides power but requires prioritising so it avoids information overload. The IMC plan intends to use secondary research resources, including quantitative and qualitative types that are accessible on print and on online publications. According to Paul Smith and Jonathan Taylor (2006, 144), the use of primary data is expensive and unnecessary when there are available secondary data sources.

Favourable to the case company's budget goals, secondary researched data was therefore useful and efficient enough.

### **3 COMPANY BACKGROUND**

#### **3.1 Scandinavian Restaurants Oy**

Scandinavian Restaurants Oy was established in the city of Tampere in the late 2015, and is owned and operated by business experts, Mr. Vesa and Mrs. Yvonne Leppälä, and Mr. Tam To. The owners are of Finnish, American, and Vietnamese origins. The Leppäläs also own Café Pispala. Mr. Vesa Leppälä and Mr. Tam To have been collaborating and working together for more than ten years to date, and their work history includes Loews, Ritz Carlton, Sheraton and Cesar's hotel chains. Mr. Vesa Leppälä has been working around the globe including California, Geneva, Fiji Islands, Honolulu, Mexico City, and currently in Tampere. The company's business operations involve food and beverage services, merchandising and manufacturing which mainly involves food processing such as bakery and bread production. The company owns and operates Ohana Grille and Ohana Lei'Pomo.

The company's vision is to unite friends with exotic culinary experiences and enjoy life.

#### **3.2 Ohana Grille**

Ohana Grille is situated at Kauppahalli Tampere and it specialises in fast-food casual style. The main idea of Ohana Grille is to produce almost everything from scratch from start to finish. Ohana Grille offers customers the opportunity to enjoy customised food using raw material ingredients from local producers as much as possible. The customers can also inform the staff on other food wishes which are not on the lists for later purposes.

Ohana Grille's burger was chosen as the best burger in Tampere by Tampere Food Club in the years 2016 and 2017.

#### **3.3 Ohana Lei'Pomo**

Ohana Lei’Pomo is also situated at Kauppahalli Tampere one stall across from Ohana Grille. The prime goal of the bakery is to develop unique and tasty products, tasty breads and pastries with international tastes. The bakery produces daily exotic pastries, breads, and desserts on-site and is constantly developing its product range to meet customers’ wishes. Ohana Lei’Pomo mostly caters customers for take-away orders but sells occasionally pastries and breads, and serves light lunch on weekdays with a different menu every week.

## 4 OHANA LEI'POMO'S MARKETING MIX

Marketing mix is traditionally known of its 4 Ps which are product, price, promotion and place. The 4 Ps have now increased to 7 Ps of marketing as people, processes and physical evidence has been added into the mix. These three additional factors are particular to the service industries. The idea of the marketing mix is to ensure that businesses know their target market well in order to obtain a successful business with maximized profit. (Kotler & Keller 2016, 48)

### 4.1 Product/Service

The focus of this bachelor's thesis is with Ohana Lei'pomo. The marketing tools that are being considered for Ohana Lei'pomo's products and services are variety, quality, design, features, brand name, packaging, services, warranties, and returns.

Variety - The main products of Ohana Lei'pomo are homemade flavoured breads, cakes, cupcakes, and lunch soups. Product assortments are; banana cakes, cheesecakes, American-style cupcakes, and traditional breads with spices such as jalapenos, rosemary, or parmesan. Lunch soup menu is different every week.

Quality - Ohana Lei'pomo aims to offer its customers tasty and exotic breads and desserts daily. The products are certified fresh, produced on-site, and made from raw material ingredients supplied by local producers. The main idea is to produce the goods from scratch from start to finish. Ohana Lei'pomo is currently developing its product range to cater all kinds of customers.

Design - The finished goods are ornamented with fresh fruits, exotic berries, herbs, spices, syrups, or creams. This is to give the products an exotic touch and colourful twist.

Features - Exotic taste and presentation, raw material ingredients, and customisation are the dominant features of Ohana Lei'pomo's produced goods.

Brand name- Ohana is a Hawaiian word meaning family. Since Hawaii is known for its tropical climate and richness in tropical fruits, berries, herbs, and the likes, the concept is also visible in the products and premises.

**Packaging** - Clean and durable but eco-friendly packaging materials are being used as always, and preservation of freshness of the goods during transport is given importance.

**Services** - The bakery offers occasional product orders, and product customisation such as cake arts and decors.

**Warranties** - The bakery assures its clients that their goods are freshly baked or produced on a-daily-basis.

**Returns** - Faulty goods may be returned, replaced, and refunded.



PICTURE 1. Sample product presentation of Ohana Lei'pomo (Ohana Restaurants 2017)

## **4.2 Price, place, people, process, physical evidence, promotion**

### **4.2.1 Price**

The price lists are visible next to display of products and menus. Discounts are offered to students, senior citizens, wholesale purchasers, and to random customers who have been offered faulty goods accidentally. Payment methods include cash, debit and credit cards as well as invoice for business-to-business clients.

Pricing strategies include product line pricing, bundle pricing, premium pricing, psychological pricing, optional pricing, cost plus pricing, cost based pricing and value based pricing by case to case basis.



#### **4.2.2 Place**

Ohana Lei'pomo is located at the city centre of Tampere inside the main market hall called Kauppahalli. The market hall is located along the city's main shopping street, Hämeenkatu. Kauppahalli is surrounded by numerous big and small establishments, such as Sokos shopping mall, city bus station, and other shops. Strategically, Kauppahalli as the location of Ohana Lei'pomo is obviously ideal. However, the challenge lies inside the market hall itself where the bakery stall is positioned. The bakery stall is merely a stall away from its sister stall, Ohana Grille but the stalls that are next to it are meat stalls and it is quite hidden from the entrance.

#### **4.2.3 People**

The staff of Ohana Lei'pomo has been trained and disciplined by the owners of the business. The employment process includes interviews and hands-on demonstration of skills and expertise, however the ones to be hired are the ones who possess the same discipline and mindset of the owners. Independency is crucial but the performance must be in line with the owners' expectations. This way, customers can be certain that the people they meet through the point-of-sale contact reflect the owners of the business.

There are mostly two staff members who are responsible for almost everything at the bakery daily but during the busy days there are three staff members. The see-through counter of the bakery showcases the staff's activities to the customers therefore harmonious relationship among the staff is vital.

#### **4.2.4 Process**

The primary mission is to produce goods from raw material ingredients from preparation to serving. The goods are being produced on-site and being displayed, and sold to customers and business clients. Products produced today will not be served the next day. The main idea is to make everything by hand.

#### **4.2.5 Physical evidence**

The bakery stall is situated near Ohana Grille where both have unified business visual presentations from colourful signage, chalk-board menu, staff uniform, and stall colours. The existing problem of Ohana Lei'pomo is its inability to cater dine-in customers. Unlike Ohana Grille, the bakery has very limited space for dine-in customers. The plan is to utilise the dine-in space to accommodate more dine-in customers in the future.

#### **4.2.6 Promotion**

To date, Ohana Lei'pomo together with Ohana Grille is being promoted through a website and a Facebook page with 2,502 likes, 4,492 followers, 136 reviews, and with a rating of 4.7. Since the focus of this thesis is promotion, the detailed promotion strategies for Ohana Lei'pomo can be found in the next chapter "Intergrated marketing communications plan".

## 5 INTEGRATED MARKETING COMMUNICATIONS PLAN

### 5.1 Market review

Tampere region is the second largest region in Finland with more than 500,000 inhabitants to date. The population is estimated to increase by 18% by 2030. Aside from being the 6<sup>th</sup> largest urban area and the largest inland city in the Nordic countries, business operators have crucial factors to consider, such as availability of employees, central location, and the close connections to universities. Tampere's location is just less than two-hour drive away from Helsinki, and this is vital because Helsinki serves as the logistic gate-away to the east, with Saint Petersburg merely 400 kilometres away, and Tampere has Tampere-Pirkkala airport as the second busiest international airport in Finland. (Invest Tampere 2017.)

Last year's financial report was looking good for the region and it will be expected to get better in the years to come. Unemployment rate dropped by 3% by October last year, tourism business is growing, foreign investors are eager to invest in Tampere, technological revolution and innovation are being realised. These are few of the positive updates on Tampere's economy, and its relevance to the business organizations is crucial. (Tampere City 2017.)

It was not possible to acquire updated figures of Tampere's establishment by industry however information available on statistics Finland website determines the establishment by industry in the region for the years 2013 to 2015. The accommodation and food service industry has been growing since 2013 with over 1000 establishments by 2015. It can be assumed that business like Ohana Lei'pomo is a growing business in the Tampere region. Figure 1 shows complete figures of the mentioned information.

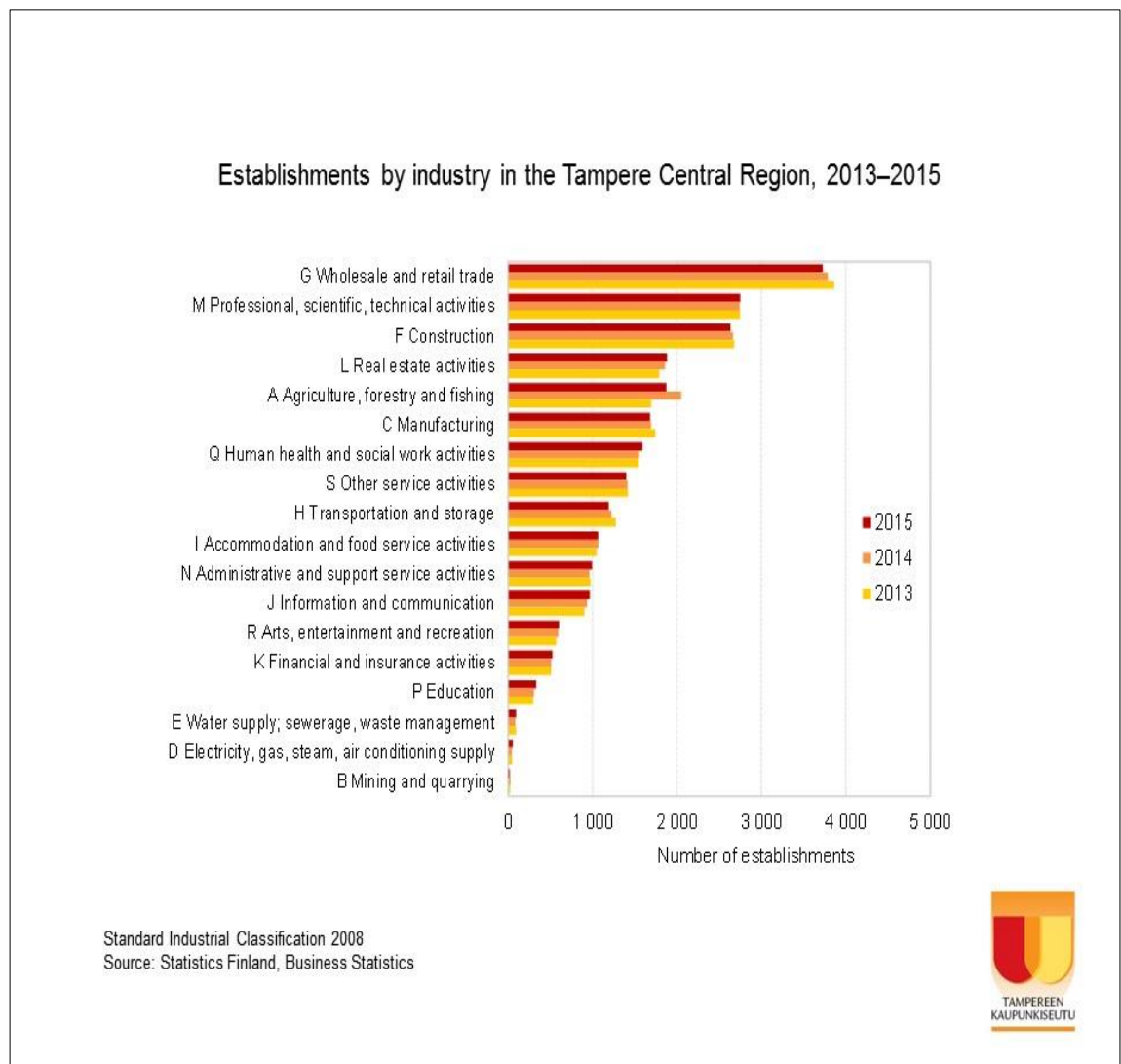


FIGURE 3. Establishments by industry in the Tampere Central Region 2013-2015 (Statistics Finland 2017)

### 5.1.1 Target market

The target audience are university students and vocational college students in Tampere. According to the latest statistics provided by city of Tampere, there are 36,000 university students and more than 34,000 vocational college students in Tampere, as of autumn 2017 (Invest Tampere 2017). This information is also available in the PESTEL analysis in which the target audience as a viable target market is identified.

It was quite not possible to obtain data on university students' demographics in Tampere therefore definition of the target market has been done in general regardless of the gender, ethnicity and other demographic segments. Nevertheless, there is information which has been published on statistics Finland on population by age in Tampere. Figure 2 shows a

complete figure of the Tampere Central Region population by age in 2014 and projection for the year 2040.

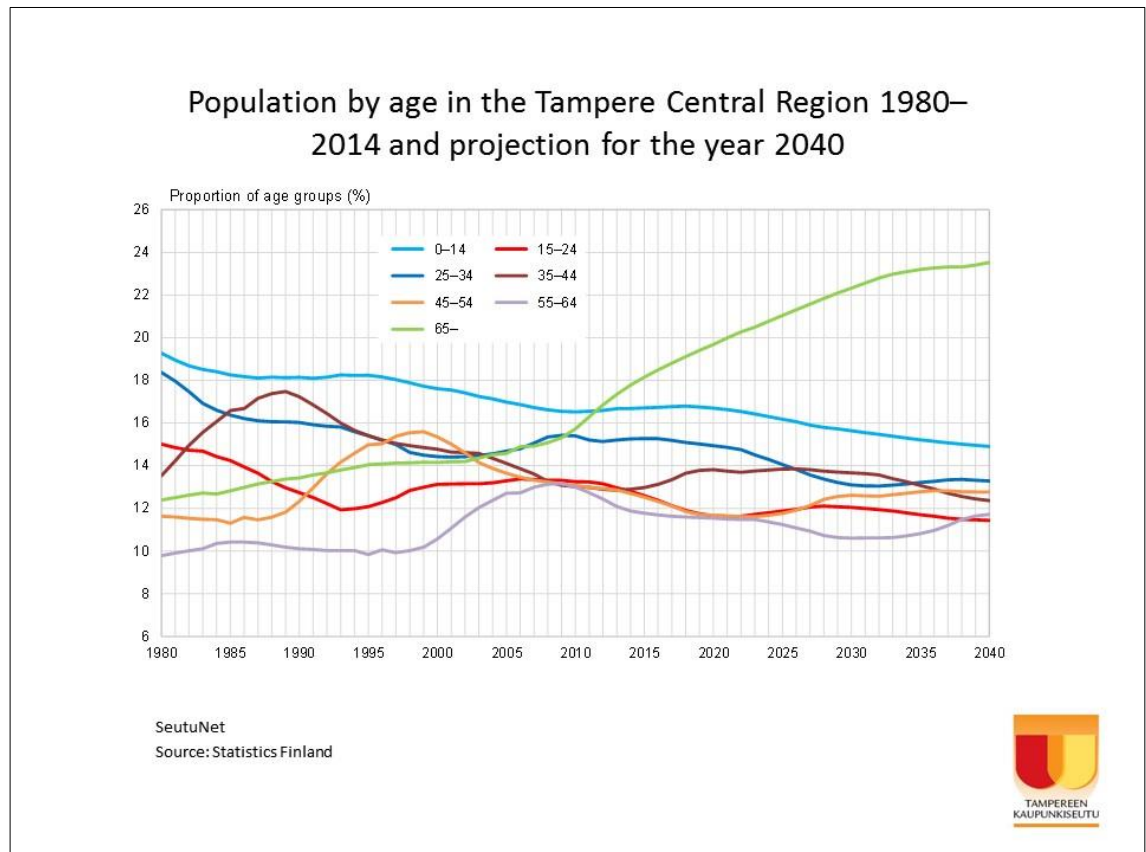


FIGURE 4. Population by age in the Tampere Central Region 1980-2014 and projection for the year 2040 (Statistics Finland 2017)

The age groups 15-24 and 25-34 cover 13% and 15% respectively of the area's population by 2018. The marketing communications plan is for the year 2018, and the information is somehow relevant for the project. It can be assumed that the target market belongs to the specified age groups since vocational studies begin at the age of 16 to 17, and university students are from 18 to 35 in general. The target market is 28% altogether in the central region of Tampere where Ohana Lei'pomo operates. This information can be used in promotion material distribution by area, thus for narrowing the budget as well.

### 5.1.2 Target market segmentation

Demographic profile of the target audience is identified as vocational and university students in Tampere from age 18-34, based on general public information.

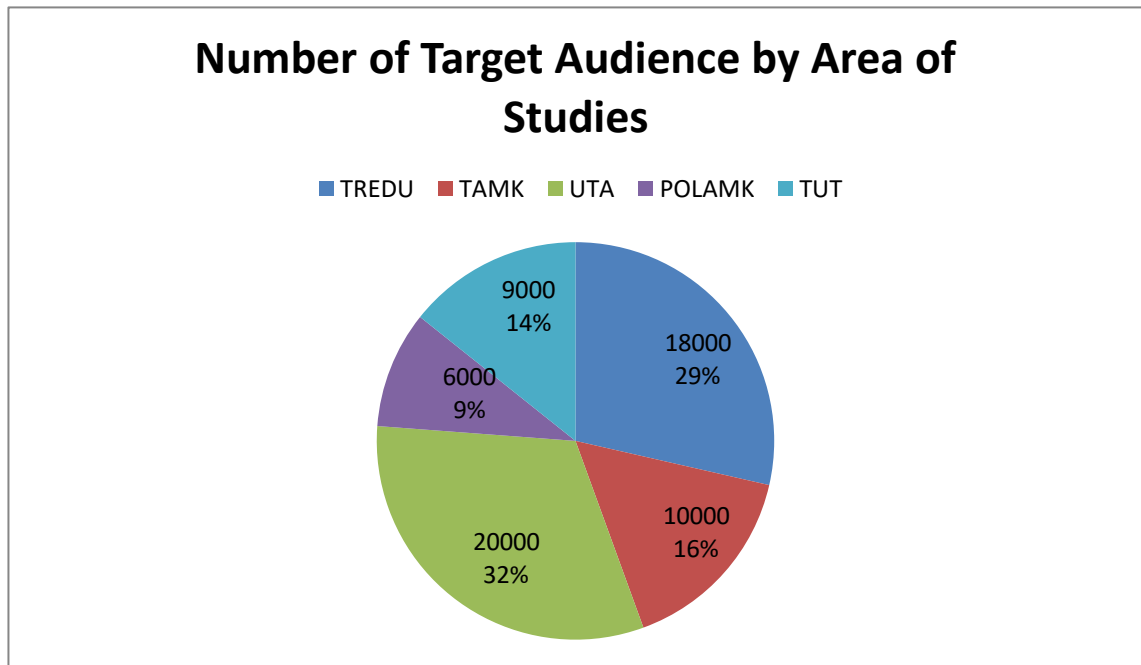


FIGURE 5. Number of target market by area of studies

The data was collected from each institution's official website. TREDU's total number of students is including both young people and adults. UTA has the most number of students which is 32% of the total number of students combined in the whole Tampere, followed by TREDU which is 29% of the students' population. This study-based segmentation of the target audience is a vital basis for the project's material and resources division and distribution.

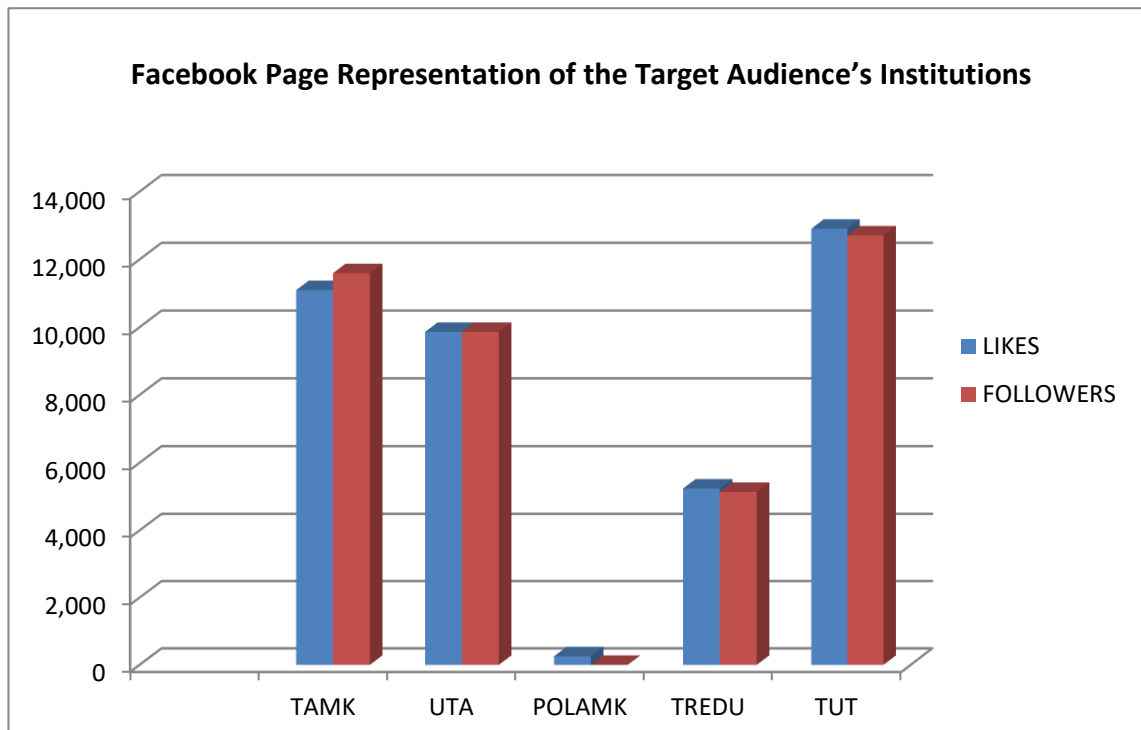


FIGURE 6. Facebook page figures of the target audience's area of studies

Figure 4 includes an online segmentation of the target market. In terms of Facebook engagement, TUT has the most number of likes and followers, followed by TAMK, then UTA. POLAMK's Facebook page is insignificant since there is an official page of Police Finland where likes of students are merged with other population.

Facebook is the most popular social media platform in the world with the highest number of users, based on statistics published online. Facebook is followed by YouTube and Instagram in the popularity criteria. (Dreamgrow 2018.) This information is vital to select the top social media platforms to be considered in the project.

The next figure determines the target audience institutions' level of activity on Instagram. This information can be used as reference to where the materials to be distributed and what media is most viable to reach the target audience. On Instagram, POLAMK has the most number of engagements whereas TREDU has the lowest number of engagements.

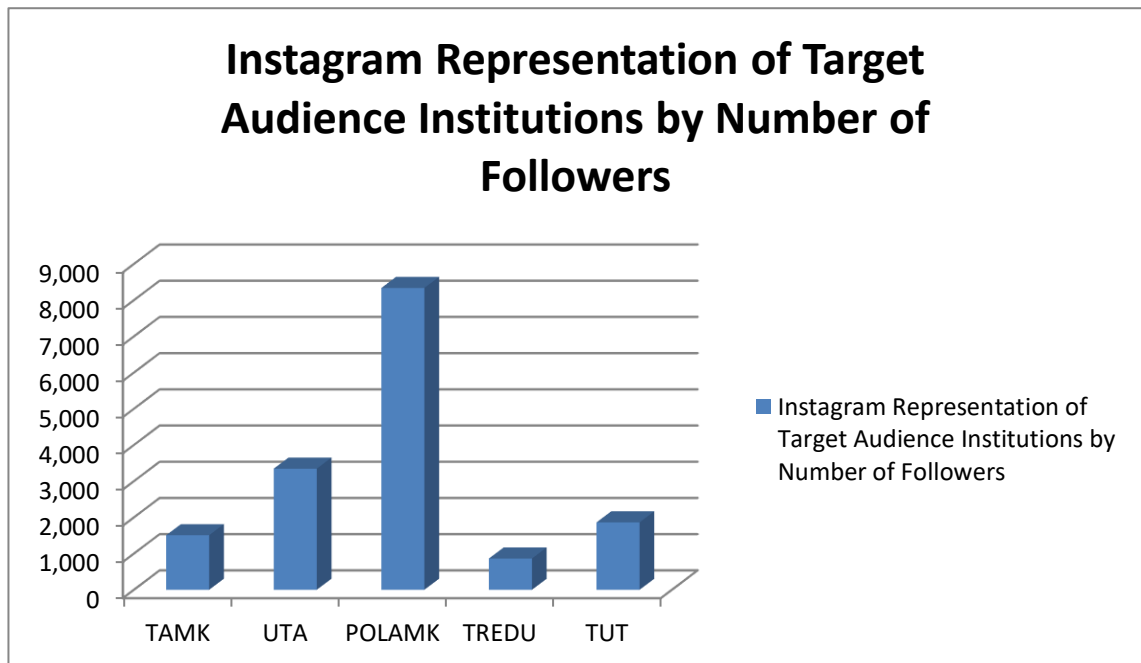


FIGURE 7. Instagram representation of target audience institutions by number of followers

Conducting own qualitative and quantitative surveys to determine the behavioural segmentation of the target audience was not possible due to the given time and scope of the project. However, using data from other conducted surveys on the similar audience in another geographic location can be used as reference in general terms. The following figures include some of the most important details of behavioural segmentation of the target market. Although the survey is old, this can be used and reformatted for accurate marketing data that can be used later by Ohana Lei'pomo.

Source: Student Watch 2011: Retail Edge: Insights Into Your Core Consumer on Campus

Frequency of Sales/Promotions Participation	0	1-2 times	3-4 times	4+ times
Mail-in rebate	70%	24%	4%	2%
Free gift with purchase	60%	29%	7%	3%
Percentage off that increases with amount spent	51%	33%	11%	5%
Coupon for a future purchase	44%	39%	12%	5%
Buy one item, get a discount on a second item	31%	46%	17%	6%
Coupon for a specific dollar amount off of a purchase	31%	42%	18%	10%
Buy one item, get one item free	26%	44%	20%	10%

FIGURE 8. Frequency of sales/promotions participation (NACS Foundation 2011)

Figure 8 shows the frequency of sales by various forms of sales promotions (NACS Foundation 2011). This data is also vital for Ohana Lei'pomo's media planning for the IMC.



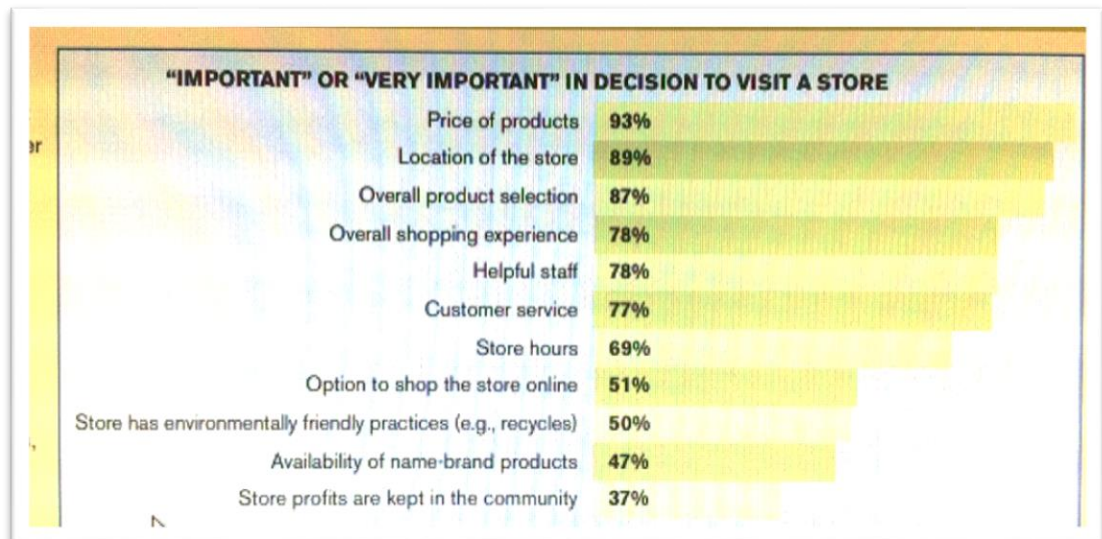


FIGURE 9. Important or very important in decision to visit a store (NACS Foundation 2011)

Figure 9 shows the most significant factors in decision to visit a store, and in this survey those were price of the products, location of the store, and overall product selection as the top three ones. Ohana Lei'pomo may take note of this data for its marketing strategies. (NACS Foundation 2011)

TIONS		
"Likely" or "Very Likely" to Get Students to Visit a Store	2009	2011
Recommendations from friends	84%	75%
Recommendations from family	82%	71%
Coupons or other promotional offers	68%	70%
Frequent-shopper card/program	36%	42%
Window displays	48%	42%
TV commercials	52%	36%
E-mail advertisements	31%	29%
Local newspaper advertisements	32%	24%
Social networking site advertisements/promos	n/a	21%
Campus newspaper advertisements	30%	20%
Radio commercials	33%	20%
Mobile text-message advertisements	11%	11%

FIGURE 10. Likely or very likely to get students to visit a store (NACS Foundation 2011)

It is obvious, based on figure 10 that recommendations from friends and family to get students to visit a store have very big influence and impact (NACS Foundation 2011).

This information must be considered as well in formulating the media plan.

Percentage of Students Who "Agree" or "Strongly Agree"	2009	2011
I compare prices more often before I buy something.	79%	75%
I am more concerned about running out of money for college.	66%	66%
I am using more coupons and other discount offers to save money.	62%	57%
I am less likely to buy impulse items.	60%	55%
I am shopping more in discount stores.	56%	55%
I have switched to buying some less-expensive brands.	66%	54%
I am spending more on entertainment.	21%	20%
I am buying more electronic products today.	24%	18%
I have more money to spend.	25%	18%
I am buying more designer-brand clothing.	11%	13%

FIGURE 11. Percentage of students who agree or strongly agree (NACS Foundation 2011)

Comparing the results of percentage of students from 2009 to 2011, price-sensitive students still strongly agree in comparing prices before buying something (NACS Foundation 2011).

TOP 10 ACTIVITIES PARTICIPATED IN BY STUDENTS (PAST MONTH)	Overall	Females	Males
Used a social networking site	74%	75%	72%
Exercised or worked out	63%	62%	64%
Used a digital camera to take a picture	55%	63%	46%
Made an online purchase	50%	49%	51%
Read a magazine	47%	52%	42%
Attended a campus event (non-sports related)	41%	39%	43%
Read a campus newspaper	40%	37%	43%
Used a discount coupon	40%	45%	33%
Read a newspaper (does not include a campus newspaper)	39%	37%	41%
Read a book (not required for class)	38%	40%	35%

Source: Student Watch 2011: Retail Edge: Insights Into Your Core Consumer on Campus

FIGURE 12. Top 10 activities participated in by students (NACS Foundation 2011)

Even seven years ago, the use of social media amongst students was popular as one of their regular activities. This trend has not changed to date as the social media representations of the target market have shown. (NACS Foundation 2011.) Social media is called as new media in marketing communications sense.

“More than 90 percent of adults between the ages of 18 and 34 are connected through computers to potential advertisers. They are more likely to look for discounts that reach them through popular websites and through social media sites than older adults. These characteristics mean that if you plan on selling to the young adult set, you’ve got to create fresh, discounted offers through a vast number of portals, ranging from mobile applications to gaming sites and social media.”- (Linda Ray, Small Business Chronicles 2018)

### **5.1.3 Definition of a young adult**

According to USA and Canada region organization, young adults are from ages 18-35 and could be college students at any institution of higher education. The organization’s publication available online divided the young adults in different subgroups including 18-23 years of age, and 24-35 years of age. The publication defines the young adults as individuals who have more free time for social needs and services, easy to access, exploratory, and interested in relationship development. In addition, the organization characterised young adults as mobile people who may engage on a mission trip both at home and abroad, may be regularly inconsistent, and seek the best options after evaluating all available options. (USA Canada Region Organisation 2018.)

The material mentioned above was an important piece of information to understanding deeper the target audience. This set the tone and theme of the whole promotional campaign which were later emphasised in the positioning statement and creative brief.

## **5.2 Analysis of main competitors**

There are at least 13 other bakeries and cafés inside Tampere Kauppahalli as revealed on the market place’s website. One crucial issue that surfaces is that Ohana Lei’pomo and its sister company are not on the list of bakeries and cafés on Tampere Kauppahalli’s website which is a disadvantage.

Based on the review website, Yelp, Ohana Lei'pomo is among the top ten of the best bakeries in Tampere ranked at number 9, Facebook ranks Ohana Lei'pomo as second best rated bakery in Tampere, and based on the numbers of likes on Facebook page amongst bakeries in Tampere, Ohana Lei'pomo has the second most numbers of likes.

Ohana Lei'pomo considers that all the other bakeries operating in Kauppahalli Tampere are potential competitors. However, according to the information gathered online through the top social media platforms, there are three main competitors to be considered and analysed. These competitors are mainly Kauppahalli Tampere tenants. Names of the competitors are identified in appendix 1. Meanwhile, these competitors are labelled as Leipomo A, B, & C on the table 1.

TABLE 1. Analysis of main competitors

FACTORS	LEIPOMO A	LEIPOMO B	LEIPOMO C
<b>Products</b>	Traditional bakery products	Known for its cakes, and confectionary products	Classic baked goods.
<b>Price</b>	Moderate	Moderate	Moderate
<b>Quality</b>	Naturally produced from raw ingredients, no additives.	Gluten-free baked goods, high quality confectionaries	Traditional and customised cakes, and pastries.
<b>Selection</b>	Traditional fresh bakery products, cakes, other pastries	Pastries, cakes, confectionaries, breads	Cakes, pastries, confectionaries.
<b>Service</b>	Occasional services, lunch café.	Occasional services, cafeterias	Occasional services, lunch café.
<b>Reliability</b>	Very reliable	Very reliable	Very reliable
<b>Stability</b>	Very stable	Very stable	Very stable
<b>Expertise</b>	Goods are produced from high quality raw materials.	The bakery specializes in gluten-free products.	The bakery sticks to the tradition strictly.

<b>Company reputation</b>	In the business since 1930, good reputation.	In the business since 1920 of four generations.	In the business since 1950. Most reviews are positive. Highly rated.
<b>Location</b>	Excellent, near the main entrance of kauppahalli.	Excellent, near the main entrance of kauppahalli.	Excellent, near the main entrance of kauppahalli.
<b>Appearance</b>	Presentable, clean, bright premises and spacious.	Colourful, bright premises, goods are impressively well-arranged.	Bright premises, spacious, clean and colourful
<b>Sales method</b>	One-off selling, relationship selling, customer-centric selling	One-off selling, relationship selling, customer-centric selling.	On-off selling, relationship selling, customer-centric selling.
<b>Advertising</b>	Website, social media	Website, social media	Website, social media
<b>Image</b>	Slogan: non-stop baking	Slogan: special moments have no occasion	No specific slogan but the bakery's message is stick to tradition.

Analysis of the main competitors is based on publicly published information from the company's website, Facebook pages and other social media platforms.

### 5.3 Positioning strategy

<b>POSITIONING STATEMENT</b>	
<b>TARGET</b>	Young adult students of universities and vocational institutions in Tampere
<b>PROBLEM STATEMENT</b>	Who are happy people, adventurous, explorers who are looking for new and unique experiences without boundaries

<b>CATEGORY</b>	Newly established bakery in Tampere with a mission of gathering friends together with unique and exotic baked goods.
<b>VALUE PROPOSITION</b>	Offers joyful and unique experiences to customers with on-site production of hand-made baked goods with exotic flavours and international taste.
<b>DIFFERENTIATION</b>	Exotic taste and presentation, raw material ingredients, and customisation are the dominant features of Ohana Lei'pomo's produced goods. Caters to customers' special request and product customisation. The main idea is to produce the goods from scratch/raw ingredients from start to finish. Clean and durable but eco-friendly packaging materials.

FIGURE 13. Positioning statement of Ohana Lei'pomo

Determined in the market segmentation part, young adult students are the main target market of this campaign. The tone of the statement is tailored to the target audience who are perceived as youthful, adventurous, and joyful individuals in general.



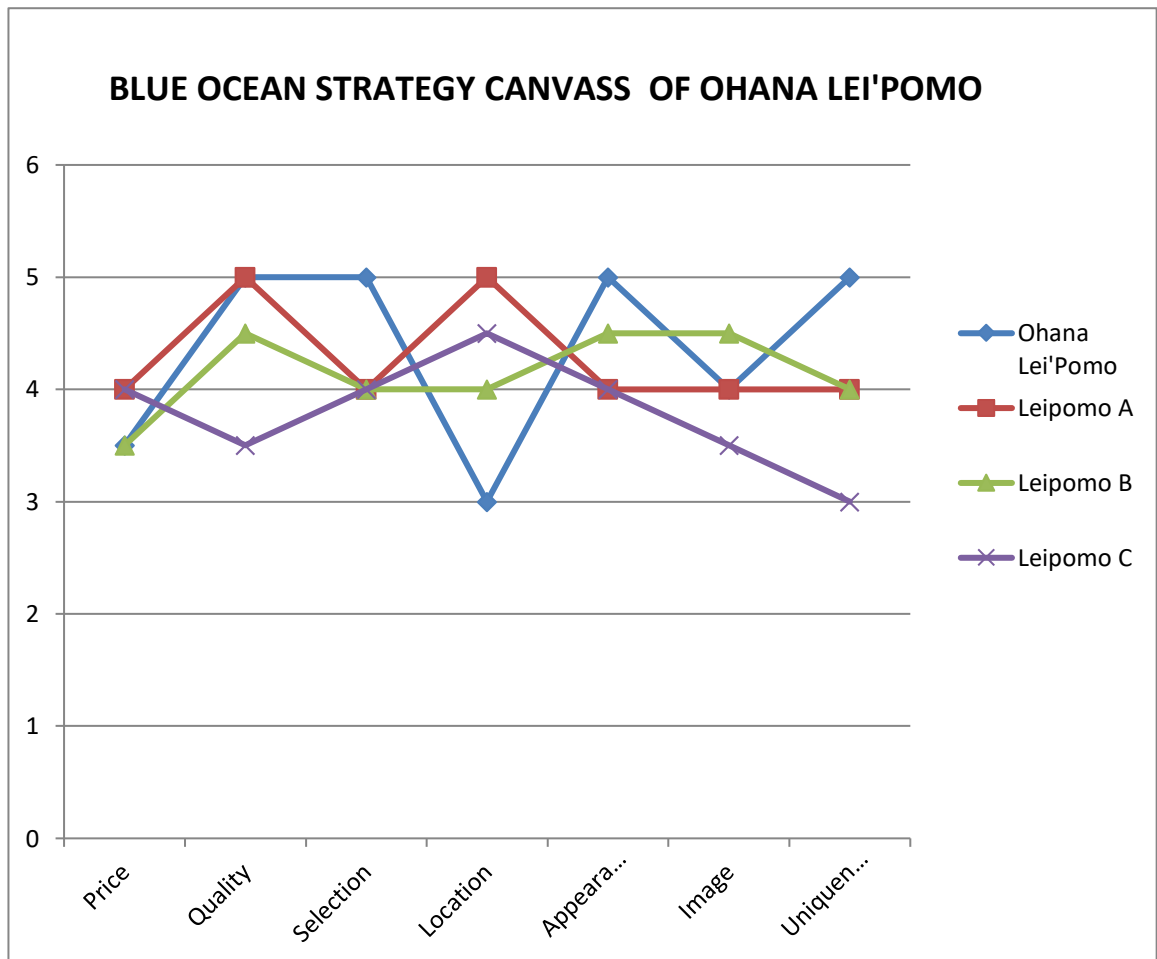


FIGURE 14. Blue Ocean strategy canvass of Ohana Lei'pomo

Figure 14 emphasises the position of Ohana Lei'pomo considering the mentioned factors against the main competitors. Each factor is scored from 1-5 which means as poor, fair, good, very good, and excellent. The lowest score of Ohana Lei'pomo is for the location but excellent scores for quality, selection, appearance and uniqueness.

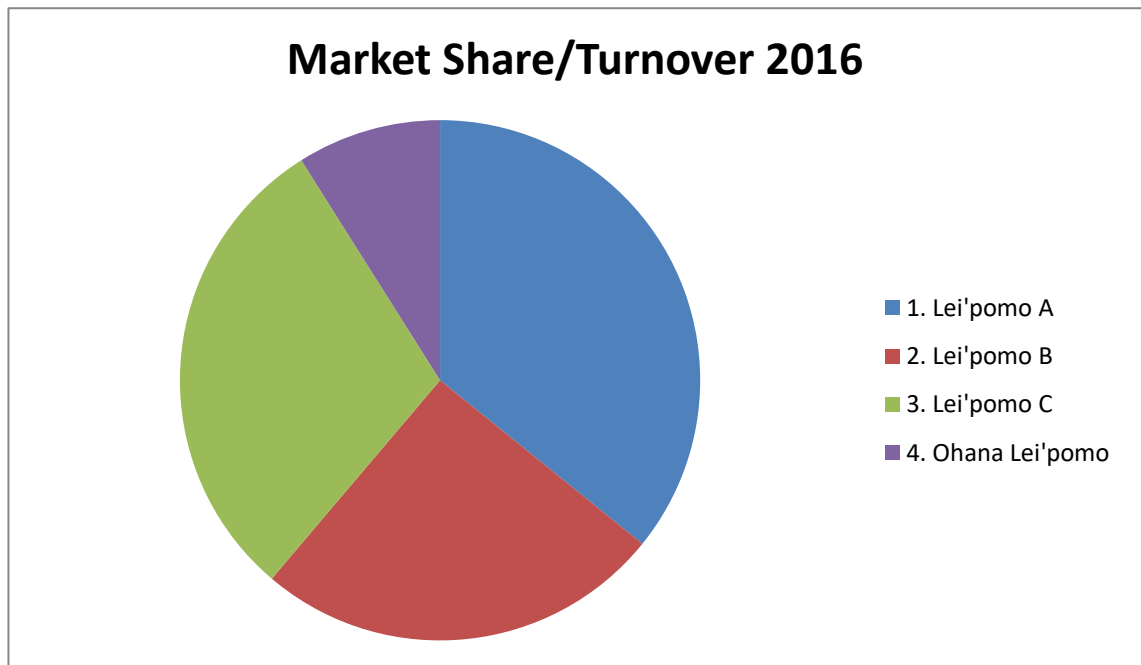


FIGURE 15. Market share of Ohana Lei'pomo and the main competitors per turnover 2016

Figure 13 shows the market share of Ohana Lei'pomo per turnover against the main competitors in the year 2016. Information on turnover per main competitors was not all available for the year 2017, so 2016 was used as the basis of market share. However, the turnover of Ohana Lei'pomo accounts for the total turnover of the whole organization, Pi-spanrinteen Ohana Oy. The information is published online by reliable business watchers and the turnover value is in euros. The actual figures can be found in appendix 2.

#### 5.4 PESTEL analysis

Table 2 identifies the six factors of PESTEL analysis, such as political, economic, social, technological, environmental, and legal factors and emphasises each factor's impact on the organisation's business. The analysis focuses on the current macro-environmental situation in Tampere city where the business operates.



TABLE 2. PESTEL analysis

SITUATION	EFFECTS ON BUSINESS
<b>Political</b>	
<ul style="list-style-type: none"> <li>Newly elected Tampere City Council, the council's newly proposed programme, and the city's new operation model.</li> <li>City planning and changes in infrastructure services. Ongoing construction of infrastructures and traffic system (tramway project) in Tampere city.</li> </ul>	<ul style="list-style-type: none"> <li>Possible business policy and guidelines reforms.</li> <li>Inaccessible business locations, private and public transportation interruption.</li> </ul>
<b>Economic</b>	
<ul style="list-style-type: none"> <li>Tampere city has better financial annual report in previous year.</li> <li>Unemployment decreased by 25% in the Tampere region and by 3% in Tampere as of October 2017.</li> <li>Tourism boom in Tampere city as overnight stays and short-term accommodations increase in figures.</li> </ul>	<ul style="list-style-type: none"> <li>Inflation rate and interest rate decreases. Possible increase of consumers' ability to pay for goods.</li> <li>Decrease of unemployed residents, possible increase of people's ability to pay for goods.</li> <li>Tourists as potential customers of the business. Possible collaboration with the tourism department.</li> </ul>
<b>Socio-cultural</b>	
<ul style="list-style-type: none"> <li>Tampere city acknowledges the rights and welfare of immigrants.</li> <li>Smart Tampere aims to involve its residents, business sectors, educational sectors and other communities in developing better Tampere.</li> <li>Tampere 3: Merging of Tampere city universities such as TUT and UTA, and of TAMK being part of the whole.</li> <li>Tampere city's population has 40,000 university students from TUT, UTA, TAMK and POLAMK.</li> </ul>	<ul style="list-style-type: none"> <li>Business adaptation to immigrant demographics needs.</li> <li>Opportunity to introduce the business to different sectors more rapidly, and reach wide range of prospects.</li> <li>Opportunity to introduce business to students more easily and reach wide range of audience in one platform.</li> <li>Viable target market for business.</li> </ul>
<b>Technological</b>	
<ul style="list-style-type: none"> <li>Smart Tampere program leads to Smart City planning which aims to innovating the city's technology.</li> </ul>	<ul style="list-style-type: none"> <li>Businesses' technology upgrades.</li> <li>Opportunity to reach local and international audiences.</li> <li>Faster information and data processes.</li> </ul>

<ul style="list-style-type: none"> <li>• High demand in digitalization of both the city's ecosystems and the city's services.</li> </ul>	
<b>Environmental</b>	
<ul style="list-style-type: none"> <li>• Tampere has the most affordable waste management in Finland.</li> <li>• Tampere uses mixed household waste for energy production.</li> <li>• Free-of-charge collection of metal and glass.</li> </ul>	<ul style="list-style-type: none"> <li>• Less expenditure and costs for the business.</li> <li>• Less power costs for the business operations.</li> <li>• Less waste management costs for the business.</li> </ul>
<b>Legal</b>	
<ul style="list-style-type: none"> <li>• Numerous employment process regulations</li> <li>• High standard food safety control</li> <li>• High business taxations</li> <li>• Strict guidelines for alcoholic beverages permit acquisition.</li> </ul>	<ul style="list-style-type: none"> <li>• Pressure on business operators' human resources department and budget.</li> <li>• Pressure to standardise food processing and food preservation but an opportunity for competence.</li> <li>• Possible difficulty to balance financial flows.</li> <li>• Time consuming and pressure to abide by the regulation.</li> </ul>

## 5.5 SWOT analysis

The table 3 identifies the strengths, weaknesses, opportunities, and threats of the focus business, generated from the marketing mix analysis and PESTEL analysis.

TABLE 3. SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>✚ Efficient product and process differentiations</li> <li>✚ Owners' outstanding business knowledge and expertise</li> <li>✚ Increasing number of social media followers and likers; increasing brand awareness</li> <li>✚ Wide range of product varieties</li> <li>✚ Customer-based product lines</li> <li>✚ Highly trained staff</li> <li>✚ Effective distribution cycle of resources</li> </ul>	<ul style="list-style-type: none"> <li>✚ Point of sales - strategically unideal location</li> <li>✚ Big number of competitors in the business area</li> <li>✚ Higher pricing strategy due to costly product materials and processes</li> <li>✚ Newly introduced brand to the market; insufficient customer base</li> <li>✚ Point of sales - insufficiency to accommodate dine-in customers</li> </ul>

<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>✚ Newly generated potential customer base: vocational and university students</li> <li>✚ Easy access to newly generated customer base due to merging of the main universities</li> <li>✚ More dynamic flow of information and product awareness to the target market or audience due to the city's new technological advancements</li> <li>✚ Possible new business-to-business clients</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>✚ Entrants of new competitors</li> <li>✚ Economic crisis due unpredictable market trends and phenomena</li> <li>✚ Bankruptcy</li> <li>✚ Conflict with employees</li> <li>✚ Reforms of business laws, regulations and restrictions</li> <li>✚ Political decisions, such as infrastructure renovations that could interrupt access to the business premises</li> </ul>

## 5.6 Marketing communications objectives

Through the collected public data on Ohana Lei'pomo's standing in the market, the following SMART objectives have been formulated:

### 5.6.1 Advertising and sales

- To increase market share by 11% in calendar year 2018.
- To achieve a turnover of 1.5 million euros in the year 2018.
- To increase sales by 25% in the fourth quarter of 2018.
- Through specific, informative and persuasive ads, target market purchases must increase by 20% within calendar year 2018.
- To increase brand awareness to at least 80% of prime target market within the year 2018.
- Increase exposure of the brand to 80% of the prime target market segment in the calendar year 2018.

### 5.6.2 Sales promotion and public relations

- To achieve new target customer sales traffic and visits by 30% by August 2018.

- To increase current customers' purchases on available products by 20% by the end of the year 2018.
- To increase the positive reviews on the products and services on the main social media platforms by 50%.
- To increase engagements on social media pages by 50% in comments, likes, follows, and shares by the end of calendar year 2018.
- To gain at least 3 positive reviews on local media articles about Ohana Lei'pomo within the year 2018.
- To focus on CSR strategy developments and increase the awareness level by 40% at the end of year 2018.

### 5.6.3 Communication

- To reach at least 80% of our new target market through affordable but efficient traditional and non-traditional media.
- To reach at least 80% of the current customers and 80% of the new target customers by utilizing social media and online review pages.

### 5.6.4 Media

- To reach 80% of the target market by utilizing sight and sound for calendar year 2018.

## 5.7 Media plan

TABLE 4. Media planning of Ohana Lei'pomo

*MEDIA PLANNING: Ohana Lei'pomo IMC 2018*

<i>MEDIA</i>	PLATFORM: Activities	GOAL	TIMELINE	BUDGET	ESTIMATED REACH/Qty.
<i>ONLINE AND SOCIAL MEDIA</i>	<b>Website, Facebook &amp; Instagram:</b> create separate FB and Instagram business pages for Ohana Lei'pomo, use promotion tools, promote and publish posts, run ads, and create event announcements.	More number of likes, followers, 5-star reviews, engagements	01.06.2018-31.12.2018	1 000 € per promotion	7K audience daily

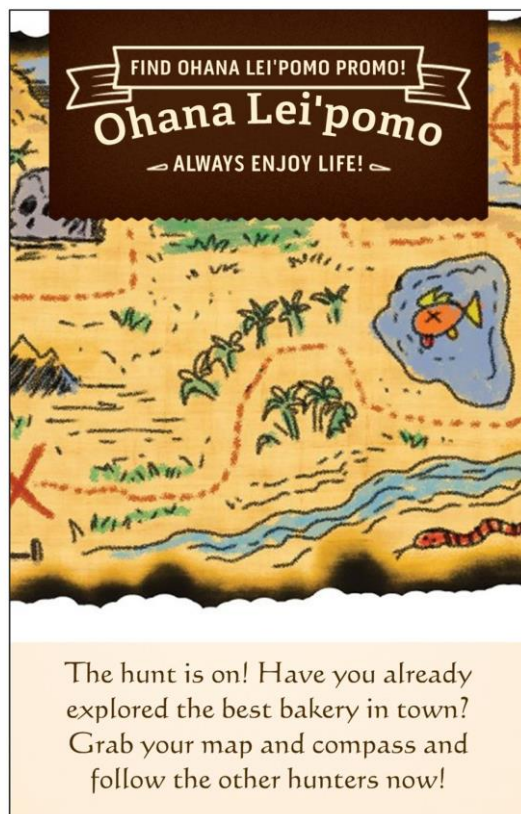
<i>SALES PROMOTION</i>	<b>Student unions and student organizations (e.g. ISOT, SAMOK UNIPOLI, TAMKO, AIESEC):</b> games (e.g.; find Ohana Lei'pomo adventure), contests, sampling, raffles, coupons.	Lead the audience to the store, brand awareness (fun and unique)	Autumn semester opening, and autumn break	100 € to 300 € per activity) may include materials	80% of the target market per activity
<i>EVENTS AND EXPERIENCES</i>	<b>Y-Kampus, Demola, Tribe Tampere, New Factory, Business Tampere:</b> Sponsorship for events aimed for the target market	To establish reliable reputation and image.	Summer, random dates weekly or monthly	Depends on the number of attendees, participants (100-500 € per event)	10 to 70 audience per event, promotional campaigns for the event might reach 80% of the target market.
<i>PERSONAL SELLING</i>	<b>University and vocational school campuses:</b> Fairs and trade shows	Increase brand awareness through personal contact	Random events on campuses	(100-500 € per event)	50% of the target audience
<i>ADVERTISING</i>	<b>Café Pispala, Ohana Grille, campuses:</b> printing of online ads or digital promotional materials, outsource or make own display signs, point-of-purchase displays, posters and leaflets.	Attract current customers and target market and influence their impression of the brand using the intended tone of the IMC.	01.06.2018 - 31.12.2018  Random and occasional events. Company events.	Flyers: 50 € Posters: 100 € Signicade: 140 €	1000 pcs. 20 pcs.  1 pc 80% of current customers 80% of target audience

The media plan focuses on the platforms which are suitable for the target audiences considering their locations, habits, and regular activities and considering a lower budget as well compared to other media. The plan gives more emphasis to online and social media channels as they are the fastest, most effective and most affordable forms of media in reaching large number of audiences. The other media such as sales promotion, events and

experiences, and personal selling are vital to establish better connection, create reliable reputation and image, and increase brand awareness, as they encourage actions and stimulate emotions among the target market through actual customer experience. The budget of each media choices at the given timeline is only estimation, and was acquired from an online source check, [www.vistaprint.com](http://www.vistaprint.com) for more information.

### 5.7.1 Media material sample

Vistaprint.com has an ample of ways to creating marketing materials referring to its client wishes. Through the website, templates and materials are created and acquired. The following images are sample materials tailored according to this IMC's audience.





PICTURE 2. Sample flyer for a promo front and back sides (Flyer template, Vista Print 2018; Treasure Maps for Kids, Pinterest 2018)

## 5.8 Social responsibility

TABLE 5. Ohana Lei'pomo CSR plan 2018

OHANA LEI'POMO CSR PLAN 2018	ACTIVITIES/PROGRAMS
<b>ENVIRONMENTAL EFFORTS</b>	Usage of eco-friendly packaging materials, proper segregation of waste materials, minimal usage of electricity/battery powered-equipment, closely monitored electrical system e.g.; turn off lights after working hours.
<b>PHILANTHROPIES</b>	Donating to NGO charities (products or money), participate in feeding programs, getting more involved in charity programs hosted by Tampere 3 (UTA, TUT, TAMK).
<b>ETHICAL LABOR PRACTICES</b>	Salary on time, trainings, seasonal bonuses and proper vacation time for employees, seasonal outings and parties, and hiring students as trainees.
<b>VOLUNTEERING</b>	Getting more involved in doing volunteering tasks with the local community. e.g.; arranging and organizing a cleaning venue for NGO and student organisation events.



## 5.9 Creative brief



Client:	Ohana Lei'pomo
Date:	01 May 2018
Type:	Integrated Marketing Communications Plan
Purpose:	To reach the adult university and vocational students in Tampere as the new target market of Ohana Lei'pomo.
Creative Opportunity:	Penetrating the target market is a great opportunity to tap a growing and popular market within the community, who has big impact and influence in raising brand awareness and in generating purchases.
Assignment Elements Include:	Online Social media, Sales Promotions, Events and Experiences, Personal Selling
Objectives	Increase the market share of Ohana Lei'pomo and be recognised as one of the leading bakery brands in Tampere, while increasing profitability as well.
Communications Target:	Focus roughly on the target market who are happy people, adventurous, explorers, and who are willing to pay for unique experiences without boundaries.
Tone:	Exotic, Adventurous, Trendy, Sustainable, Joyful, Raw, Popular Brand, Tasty
Key Consumer Opportunity:	Ohana Lei'pomo will use its sister brand, and sister company's popularity as advantage to attract the target market into being aware of the brand and to actually purchase products. Create a bakery brand which the target market will not only think of baked goods but a place where adventurous and explorers gather together.
Message:	Ohana Lei'pomo wants the target market to know that its products are tasty, high quality, exotic and make them believe that Ohana Lei'pomo is one of the best places or bakeries to discover in Tampere.
Reason To Believe:	Ohana Lei'pomo has been satisfying their current customers with their high quality baked goods made by hand and from raw ingredients for over three years now. The sister brand, Ohana Grille can attest to the popularity of their tasty products by being chosen as the best burgers in Tampere in 2016-2017.
Mandatories	Ohana Lei'pomo logo, and slogan: "Always enjoy life with friends and loved ones with unique and exotic experience!"

The creative brief template used is based on The Northface creative brief slides which are available online.

### 5.10 Success metrics

TABLE 6. Target figures versus success metrics

OBJECTIVES	TARGET	SUCCESS METRIC
<b>ADVERTISING AND SALES</b>	<ul style="list-style-type: none"> <li>To increase market share by 11% in calendar year 2018.</li> <li>To achieve a turnover of 1.5 million euros in the year 2018.</li> <li>To increase sales by 25% in the fourth quarter of 2018.</li> <li>Through specific, informative and persuasive ads, target market purchases must increase by 20% within calendar year 2018.</li> <li>To increase brand awareness to at least 80% of prime target market within the year 2018.</li> <li>Increase exposure of the brand to 80% of the prime target market segment in the calendar year 2018.</li> </ul>	<ul style="list-style-type: none"> <li>✓ At least an increase of 8%</li> <li>✓ At least 900k €</li> <li>✓ At least 19% increase</li> <li>✓ At least 15%</li> <li>✓ At least 65%</li> <li>✓ At least 70%</li> </ul>
<b>SALES PROMOTION AND PUBLIC RELATIONS</b>	<ul style="list-style-type: none"> <li>To achieve new target customer sales traffic and visits by 30% by August 2018.</li> <li>To increase current customer's purchases on available products by 20% by the end of the year 2018.</li> <li>To increase the positive reviews on the products and services on the main social media platforms by 50%.</li> <li>To increase engagements on social media pages by 50% in comments, likes, follows, and shares by the end of calendar year 2018.</li> <li>To gain at least 3 positive reviews on local media articles about Ohana Lei'pomo within the year 2018.</li> </ul>	<ul style="list-style-type: none"> <li>✓ At least 20%</li> <li>✓ At least 15%</li> <li>✓ At least 39%</li> <li>✓ At least 38%</li> <li>✓ At least 1</li> </ul>

	<ul style="list-style-type: none"> <li>To focus on CSR strategy developments and increase the awareness level by 40% at the end of year 2018.</li> </ul>	✓ At least 29%
<b>COMMUNICATIONS</b>	<ul style="list-style-type: none"> <li>To reach at least 80% of our new target market through affordable but efficient traditional and non-traditional media.</li> <li>To reach at least 80% of the current customers and 80% of the new target customers by utilizing social media and online review pages.</li> </ul>	✓ At least 69%  ✓ At least 65% each segment
<b>MEDIA</b>	<ul style="list-style-type: none"> <li>To reach 80% of the target market by utilizing sight and sound for calendar year 2018.</li> </ul>	✓ At least 65%

## 6 DISCUSSION

Ohana Lei'pomo as a newly established brand in the bakery industry, currently contributes insufficient monetary value to the whole business of Scandinavian Restaurants Oy. However, through the sister brands' popularity on social media and other online review pages, Ohana Lei'pomo somehow acquired brand recognition. However, separate marketing communications efforts for Ohana Lei'pomo can boost its image as a fresh brand amid the competitive industry where it is in.

Choosing young adults in universities and vocational institutions as the target audience is a smart strategy for it is a popular and growing market which has a great influence to other market segments and to the local community where the business operates. Determining and understanding demographic factors of the chosen target audience enables to setting suitable tools, tone and theme for the whole project.

The objectives were formulated for the whole organisation by focusing on Ohana Lei'pomo's business operations. Through these objectives, the strategies and implementations were generated including the positioning statement, creative brief, media plan, and success metrics. The PESTEL and SWOT analyses emphasised the current situation of the whole organization around its external environment and within its internal environment which then led to analysing the main competitors.

The project was therefore concluded as informative, carefully analysed, and fully integrated with the organisation's current situation and aimed objectives. However, the author acknowledges the fact that accurate, updated and wider data gathering and research is advisable for more successful marketing communications project's outcome in the future.

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